

Developing Attributes of Luxury Chain Hotels in Thailand to Enhance Experience, Delight and Trust for Excellent Service in Accommodating Senior Travelers

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Abstract

This study examines how luxury hotel chain characteristics in Thailand influence the experiences of senior tourists, with a focus on satisfaction and trust. Using structural modeling to analyze causal relationships, the research evaluates how key hotel attributes shape senior guests' experiences in high-end accommodations. Reliability testing confirmed strong measurement scales, with Cronbach's alpha values between 0.81 and 0.95. Data collected through an e-questionnaire from 629 senior travelers show that luxury hotel attributes significantly affect customer experience management, which in turn influences satisfaction and trust. The proposed structural equation model demonstrated an excellent fit with the empirical data, supported by strong indices: Chi-square = 183.095, df = 120, CMIN/DF = 1.526, RMSEA = 0.032, RMR = 0.007, GFI = 0.965, and TLI = 0.979. These results validate the robustness of the conceptual framework. Findings indicate that while physical facilities and service quality are essential, a holistic approach to customer experience is needed, one that integrates emotional and creative elements to meet the evolving expectations of senior guests. Effective experience management enhances satisfaction and trust, but hotels must balance emotional engagement with operational reliability

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to maintain credibility. Practically, the study highlights the need for luxury hotels to combine functional excellence with emotional value creation to build lasting relationships with senior travelers. Future research should explore how external factors further shape trust and loyalty.

Keywords: Senior travelers, Luxury chain hotels, Customer experience, Customer delight, Customer trust

Introduction

The global population is aging rapidly, with people having fewer children and living longer. According to the 2021 United Nations World Population Aging Report, the number of individuals aged 60 and above is expected to double by 2050, growing from 1 billion in 2022 to over 2 billion (Tsao et al., 2022). This demographic shift highlights the increasing prominence of seniors, who now lead healthier, more active lifestyles and often travel during off-peak seasons. Over the past decade, senior tourism has become a key global market, driven largely by travelers from Europe and North America (Vergori & Arima, 2020). Seniors generally possess substantial disposable income accumulated over their lifetimes and are willing to invest in leisure and international travel (Fu et al., 2022). With fewer family obligations and more flexible schedules (Diekmann et al., 2020), this market is expected to continue expanding and significantly influence global tourism and hospitality.

Thailand is also entering an aging society. In 2021, seniors aged 60 and above accounted for 20% of the population, or 13 million people (Teerawichitchainan et al., 2019). By 2042, this number is projected to reach 20 million, one in every three Thais, of whom 3.5 million will be 80 or older (Upasen et al., 2024). International senior tourists contribute approximately 45 billion THB (1.22 billion USD) annually, representing 18.6% of Thailand's tourism revenue (Pookaiyaudom & Tan, 2020). Growth is strong among seniors from Japan, the United States, the United Kingdom, Germany, and France, attracted by Thailand's cultural heritage, diverse attractions, natural beauty, and globally recognized cuisine (Arain et al., 2020). As competition intensifies, the Thai tourism sector must adapt its marketing strategies to different segments.

Understanding diverse travel motivations enables hotels to design offerings aligned with behavior and expectations. Hotels use strategies such as digital, sustainable, and relationship marketing (Tanford et al., 2020; Choi & Kandampully, 2019), while luxury and experiential

marketing are especially prevalent. However, identifying approaches that match market trends remains challenging. In a competitive environment, delivering memorable experiences that exceed expectations is critical for long-term success (Padma & Ahn, 2020). Delight, created through positive emotional responses, provides competitive differentiation (Wu & Gao, 2019). For seniors, understanding the emotional factors that shape joy and satisfaction is increasingly important (Hwang & Lee, 2019).

The rising senior population has led both government and private sectors to recognize this market's potential. Many organizations now focus on senior-friendly services and accessible facilities (Lee & King, 2019). Scholars emphasize integrating Customer Experience (CEX) into luxury hotel strategies to enhance engagement and loyalty (Lemon & Verhoef, 2016). Managing the entire guest journey strengthens service value and competitiveness (Scerri & Presbury, 2020). Despite senior travelers' importance, research on their needs, especially in luxury hotels, remains limited. Seniors staying in luxury properties prioritize service quality and location over cost (Lee & King, 2019), yet little is known about the specific characteristics of luxury hotel chains that influence their satisfaction and trust in Thailand. This study therefore examines key attributes of luxury chain hotels that shape senior travelers' experiences, focusing on service quality, trust, satisfaction, and their structural relationships.

Literature review

The theoretical framework in Figure 1 integrates eight models that collectively offer diverse perspectives on customer experience (CEX). Service-Dominant (S-D) Logic redefines value creation through co-creation between businesses and customers (Vargo & Lusch, 2004). While it enhances personalization, its application in luxury hospitality is challenging, as high-end service often prioritizes seamless delivery over active guest participation (Buhalis et al., 2023). This is especially relevant for senior travelers, who may prefer passive enjoyment rather than co-creation (Sugathan & Ranjan, 2019). Thus, tailoring S-D Logic to different customer groups is essential. The Experience Economy Framework (Pine & Gilmore, 2011) categorizes experiences into Entertainment, Educational, Esthetic, and Escapism, yet this may oversimplify the depth of luxury experiences, which demand emotional immersion and personalization (Klink et al., 2020). Similarly, touchpoint and journey mapping optimize specific interactions but may overlook the

long-term emotional journey crucial for loyalty in luxury contexts (Lemon & Verhoef, 2016). Disconfirmation of Expectations Theory (Oliver, 1980) argues that exceeding expectations leads to delight. However, in luxury hospitality, where expectations are already high, constant elevation may create a satisfaction trap (Kopalle & Lehmann, 2001). The Customer Delight Three-Dimensional Framework expands beyond expectations by highlighting emotional, cognitive, and behavioral aspects (Ma et al., 2013). While emotional engagement is essential, consistent and reliable service remains the foundation of trust in luxury settings (Kumar et al., 2019). Trust-focused models such as Commitment-Trust Theory (Hunt & Morgan, 1994) and Social Exchange Theory (Blau, 2017) emphasize mutual reliance but often overlook modern digital trust concerns, including transparency and data privacy (Walker, 2016). The Trust-Commitment Framework (Garbarino & Johnson, 1999) highlights risk reduction but may downplay emotional and relational elements that significantly influence trust in luxury service environments (Huang & Rust, 2021). Based on these insights, the study proposes a conceptual framework with observable variables to guide research on elevating experiences, delight, and trust for senior travelers in luxury chain hotels in Thailand illustrated in Figure 1.

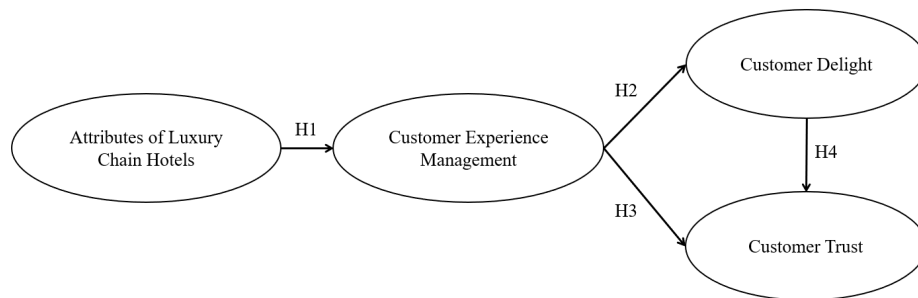


Figure 1 Research conceptual framework

The Relationship between luxury hotel characteristics and customer experience

Luxury hotel chain characteristics play a crucial role in shaping Customer Experience (CEX), influencing both satisfaction and loyalty. Key attributes such as luxurious design, comprehensive amenities, and exceptional service are central to creating memorable guest experiences (Jain et al., 2023). Design and décor form the first impression, with unique, high-quality elements that reinforce exclusivity and brand identity, enhancing the guest's sense of value (Lockwood et al., 2023). Attention to detail through premium materials, elegant lighting, and harmonious color

schemes further supports a welcoming ambiance that meets expectations (Xu et al., 2022). Amenities such as spas, fitness centers, pools, and fine dining significantly enhance CEX when they are high-quality and well-maintained, contributing to a seamless stay (Chi et al., 2024). Exceptional service is fundamental to CEX management. Prompt, professional, and personalized service increases satisfaction and leaves a lasting impression (Balinado et al., 2021). Staff trained to anticipate needs and provide personalized touches strengthen warmth and care (Kim & Han, 2020). Efficient complaint handling and continuous monitoring of customer feedback also improve service refinement (Luo et al., 2021). Loyalty programs, exclusive benefits, and personalized experiences foster repeat visits and long-term engagement (Chaudhuri et al., 2019). Overall, luxury hotel characteristics influence CEX by consistently exceeding expectations. The hypothesis is as follows:

H1: The attributes of luxury hotel chains positively impact customer experience management

Customer delight

Customer delight is a key performance indicator that measures the extent to which customer expectations are met or exceeded (Torres et al., 2020). One crucial element in achieving customer satisfaction, especially in the service industry, is the interaction between customers and frontline staff (Ngo et al., 2020). Frontline employees have the potential to build relationships between customers and the brand. They can surprise customers by showing genuine personal interest, providing minimal attention that may address or solve specific needs (Sok et al., 2018). Customer experiences with adverse interactions can be a significant source of delight, as they can be tailored to meet specific customer needs (Oliver et al., 1997). Finn (2012) analyzed customer satisfaction by examining behaviors that affect satisfaction linearly, while controlling for various satisfaction outcomes. Finn's study measured delight as exuberance, elevation, and pleasure. Finn's (2012) articles on measuring customer satisfaction, which developed from Oliver et al. (1997), show similar emotional assessments to evaluate factors related to delight, surprise consumption, positive outcomes, and arousal. Finn's research significantly advanced methods for measuring customer satisfaction. However, Finn suggested that emotions related to delight are distinct from those connected to surprise consumption, positive outcomes, and arousal. Barnes et

al. (2015) assessed Finn's three levels and asked employees to gauge how satisfied their customers were. Similarly, Ludwig et al. (2017) used Finn's three measures, along with excitement and cheerfulness, to evaluate how satisfied other customers were perceived to be.

Customer trust

Customer trust has garnered significant attention from researchers over recent decades as global business competition has intensified. Customer trust is akin to an intangible asset that can confer a competitive advantage. It has increasingly become a crucial success factor in the 21st century (Kumar, 2018). Competitive advantage results from customer trust, which is reflected in an organization's reputation. Organizations that earn customer trust enhance their reputation (Kim, 2019). Conversely, a strong reputation can further bolster customer trust. An organization's reputation has a positive relationship with its financial performance (Singh et al., 2020). Customer trust also helps companies maintain sales from loyal customers who are confident in purchasing products and services, regardless of the offerings (Paparoidamis et al., 2019). This reduces advertising and promotional costs, minimizes control mechanisms, and enhances the efficiency of resolving conflicts within management processes. McAllister (1995) conceptualized customer trust into two dimensions: (1) Cognitive Trust: involves recognizing that individuals choose to trust entities deemed reliable under specific circumstances and based on perceived sound reasons. Cognitive trust represents the willingness and confidence customers place in a service provider based on their perceived ability (Johnson & Grayson, 2005). It is derived from accumulated knowledge that allows individuals to predict outcomes with a certain level of confidence (Riegelsberger et al., 2005); (2) Affective Trust – This refers to the emotional connection where individuals genuinely care and believe in the positive attributes and anticipate that these feelings will be reciprocated (X.-P. Chen et al., 2014). Affective trust is characterized by a sense of security and the perception of the strength of the relationship (Johnson & Grayson, 2005).

The impact of customer experience on customer delight and trust

Effective Customer Experience (CEX) plays a vital role in fostering customer delight and trust, significantly impacting both. By creating positive experiences and meeting customer expectations, organizations can greatly enhance satisfaction and confidence (Ahrholdt et al., 2019). CEX goes beyond fulfilling basic needs; it focuses on making customers feel valued and

well-cared-for, which can deeply influence their trust and sense of delight. An effective CEX begins with understanding customer needs and expectations (Witell et al., 2020). Gathering data through surveys and feedback helps tailor experiences to meet these expectations (McColl-Kennedy et al., 2019). Key factors such as convenience, staff friendliness, and responsiveness contribute to higher customer satisfaction by reducing stress and enhancing the overall experience (Roy et al., 2018). When CEX is well-executed, it leads to increased customer delight, which occurs when service exceeds expectations (Ali et al., 2018). Quick responses, attention to detail, and high-quality service foster customer happiness, often resulting in positive reviews, recommendations, and repeat business (Parasuraman et al., 2021). Customer trust is also directly influenced by CEX. Trust is built when customers feel confident in an organization's reliability, honesty, and ability to fulfil promises (Ndubisi & Nataraajan, 2018). Effective CEX enhances trust through consistent service quality, transparent communication, and prompt resolution of issues (Stevens et al., 2018). This trust strengthens long-term customer relationships, leading to greater retention and attracting new clients. Demonstrating commitment to excellent service and managing customer expectations effectively also boosts future interactions (Iglesias et al., 2020). Ultimately, the strong link between CEX, customer delight, and trust underscores the importance of delivering consistent, high-quality service to build lasting, sustainable relationships. Based on the literature review, the influence of CEX on customer delight and trust has been identified. The following hypotheses have been proposed:

H2: Customer experience management positively impacts customer delight.

H3: Customer experience management positively impacts customer trust.

The impact of customer delight on customer trust

Customer delight is a key driver of organizational success and long-term customer relationships. It occurs when customer expectations are exceeded, leading to enhanced satisfaction and happiness (Ahrholdt et al., 2019). Delight is created through high-quality service, prompt responses, and exceptional experiences (Buhalis & Sinarta, 2019). More than a fleeting emotion, it forms the foundation for building trust in an organization. When customers are delighted, they feel valued and cared for, which fosters confidence in the organization's ability to consistently provide exceptional service. Delighted customers are more likely to trust the

organization for future interactions, as they perceive it as reliable and capable of meeting their needs (Ozdemir et al., 2020). Trust built through delight strengthens relationships and promotes loyalty, encouraging customers to return and recommend the organization to others (Kumar et al., 2019). Trust derived from customer delight also boosts an organization's credibility. Positive reviews and recommendations from delighted customers enhance the organization's reputation, attracting new clients and retaining existing ones (Beckers et al., 2018). The credibility built through these positive experiences helps the organization stand out in a competitive market, as delighted customers become advocates who influence potential customers (Tran & Strutton, 2020). To sustain the positive effects of customer delight, organizations must continuously manage and improve customer experiences (Ahrholdt et al., 2019). Consistently high service standards, effective responses to feedback, and ongoing enhancements in customer experience (CEX) are essential for maintaining trust and fostering long-term relationships (Iglesias et al., 2020). In this way, customer delight plays a critical role in building and maintaining trust, ensuring sustained success for the organization. Based on the literature review, the influence of customer delight on customer trust has been identified. The following hypothesis has been proposed:

H4: Customer delight positively impacts customer trust.

Research methodology

This research utilizes a quantitative approach which employed a convenience sampling method to ensure a diverse and representative sample of senior travelers (60+ years old) in Thailand, focusing on their experiences when staying in upscale hotels. Combining a scenario-based approach with Structural Equation Modeling (SEM) is crucial for analyzing the intricate connections among CEX, customer delight, and customer trust. Sarstedt et al. (2020) recommend a sample size of 10 to 20 times the number of observed variables for robust SEM analysis, making 670 respondents a sufficient sample size. Having a sample size in this range, with 67 variables observed, guarantees the reliability and validity of the SEM findings, thus establishing a strong basis for making significant conclusions. Participants were recruited through electronic questionnaires via email and online platforms, including social media, travel forums, and senior-specific websites. This method leveraged seniors' growing digital literacy, allowing convenient,

cost-effective participation. It ensured a broad, representative sample, meeting the required size to explore luxury hotel attributes' impact on senior travelers' experiences.

Measurement and analysis

The four constructs examined in this study were assessed using multi-item scales with a 5-point Likert format. Specifically, the attributes of luxury chain hotels were measured using seven items adapted from W.-Y. Chen et al. (2014). CEX was evaluated with four items based on the framework of Alnawas and Hemsley-Brown (2019). Customer delight was assessed through three items derived from Xiong et al. (2022), while customer trust was measured using two items from J. J. Kim et al. (2019). The reliability of the measurement scales was confirmed with Cronbach's alpha scores ranging from 0.81 to 0.95, surpassing the acceptable threshold of 0.7 as recommended by (Hair et al., 2011). The analysis was performed using SPSS version 23 in conjunction with AMOS version 23. SEM was executed in two stages, in line with the methodology outlined by Fornell and Larcker (1984). The first stage involved assessing the measurement model by evaluating the outer loadings and applying established criteria for validity and reliability. To address Common Method Bias (CMB), the researcher adhered to the guidelines of Podsakoff et al. (2012), incorporating several procedural steps in the instrument design. These included ensuring respondent anonymity, implementing proximal separation of items, simplifying response accuracy, and conducting both a pre-test and a pilot test. Additionally, an experimental scenario design was employed to increase response variability, as advised by Rupp et al. (2013). A statistical control test using Harman's single factor technique was also performed to further mitigate potential bias (Harman, 1976).

Results

The respondent profile consisted of 629 participants, 62% of whom were female. The majority, 74%, held at least a bachelor's degree. In terms of income, 58% earned more than USD 2,500 per month. Most respondents, 72%, were married with children, and 66% resided in central Thailand. The multi-item scales for SEM analysis, measuring four constructs related to luxury chain hotels are: Attributes of Luxury Chain Hotels (Cronbach's alpha = 0.94, AVE = 0.52), which evaluates in-room elements like lighting, furniture, and accessibility, with factor loadings ranging from 0.44 to 0.63; Customer Experience Management (Cronbach's alpha = 0.95, AVE = 0.63), which

covers aspects like hotel ambiance, entertainment, and service quality, with loadings from 0.35 to 0.72, where entertainment and design have higher contributions; Customer Delight (Cronbach's $\alpha = 0.81$, AVE = 0.56), assessing emotional responses to hotel services, with loadings between 0.58 and 0.71; and Customer Trust (Cronbach's $\alpha = 0.87$, AVE = 0.59), which measures staff reliability and sincerity, with loadings from 0.61 to 0.73. The scales are highly reliable, and the AVE values indicate moderate to strong explanatory power, while factor loadings reveal the strength of individual item contributions to their respective constructs.

Results of developing the causal and outcome factor model for creating a luxury hotel experience in Thailand for senior travelers

The SEM analysis of causal and outcome factors for creating a luxury hotel experience in Thailand for senior travelers was conducted to evaluate the appropriateness and accuracy of the structural equations. The model was adjusted to ensure it met acceptable statistical criteria through variable modification and examination of factor loadings. The results are summarized in Figure 2.

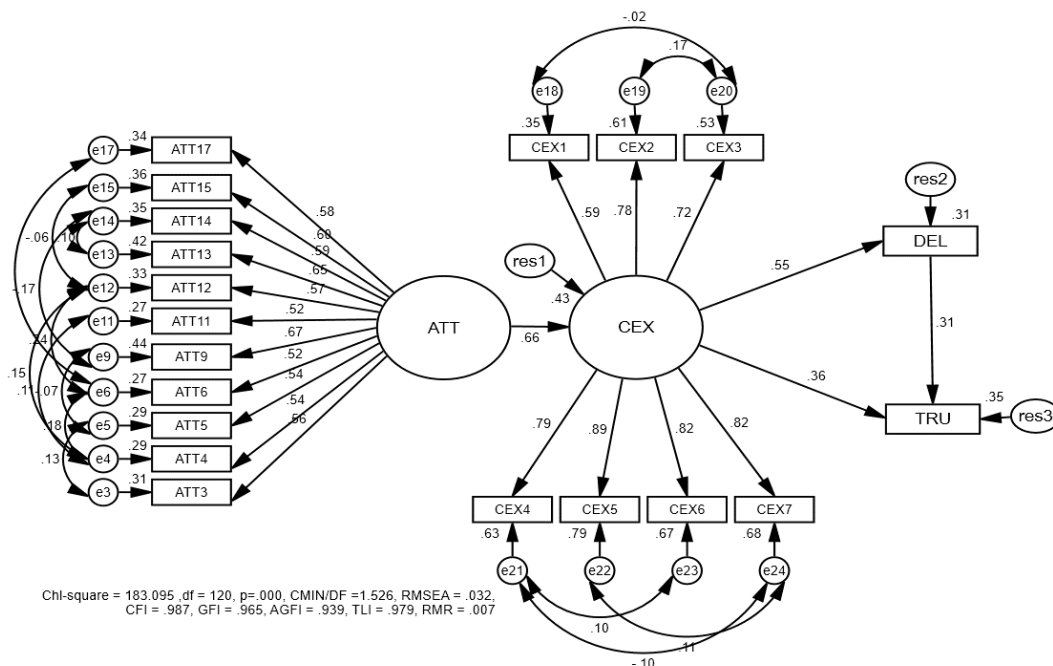


Figure 2 Hypothetical Research Model

From Figure 2, the model of causal and outcome factors for the creation of luxury hotel experiences in Thailand for senior travelers, after modification, demonstrates structural equation modeling that aligns well with empirical data. Analysis reveals the following statistics: Chi-square = 183.095, df = 120, CMIN/DF = 1.526, RMSEA = 0.032, RMR = 0.007, GFI = 0.965, TLI = 0.979. All values meet the set criteria (Hair et al., 2011), indicating that the measurement model is consistent with empirical data and adheres to the hypothesized constructs with statistical support.

The Goodness of Fit Index (GFI) is 0.965 and the Adjusted Goodness of Fit Index (AGFI) is 0.939, both of which exceed the threshold of 0.80. Higher values closer to 1 signify better alignment of the measurement model with empirical data. The Root Mean Square Error of Approximation (RMSEA) is 0.032, which is below the acceptable threshold of 0.05, indicating a good fit of the measurement model to the data. The Chi-square to degrees of freedom ratio (CMIN/DF) is 1.526, which is below the threshold of 2. Based on these indices, it can be concluded that the adjusted structural equation model fits well with the empirical data, and the parameter estimates within this model are acceptable.

Table 1 Results of the Analysis of Causal and Outcome Factors in the Creation of Hotel Experiences in Thailand for Senior Travelers in Luxury Hotel Chains

Dependent Variables		Independent Variables	β	b	S.E.	t	P
Attributes of Luxury Chain Hotels (ATT)	--->	Customer Experience Management (CEX)	0.66	0.49	0.06	8.223	0.000***
Customer Experience Management (CEX)	--->	Customer Delight (DEL)	0.56	1.37	0.13	10.394	0.000***
Customer Experience Management (CEX)	--->	Customer Trust (TRU)	0.36	1.07	0.15	7.017	0.000***
Customer Delight (DEL)	--->	Customer Trust (TRU)	0.31	0.37	0.05	6.985	0.000***

* p < 0.05, ** p < 0.01, *** p < 0.001

Table 2 Parameter Estimates of Direct Effects, Indirect Effects, and Total Effects from the Model

Variable	Customer Experience Management (CEX)			Customer Delight (DEL)			Customer Trust (TRU)		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
Attributes of Luxury Chain Hotels (ATT)	0.66***		0.66***	-	0.36**	0.36**	-	0.35**	0.35**
Customer Experience Management (CEX)	-		-	0.56***		0.56***	-	-	0.54***
Customer Delight (DEL)	-		-	-		-	0.31***	-	0.31***

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

From Tables 1 and 2 and Figure 2, it is evident that the adjusted structural equation model of causal factors and outcome factors for creating the experience of staying in luxury hotel chains in Thailand for senior travelers aligns well with empirical data at an acceptable level. This conclusion is based on the model fit indices: Chi-square = 183.095, $df = 120$, CMIN/DF = 1.526, RMSEA = 0.032, RMR = 0.007, GFI = 0.965, and TLI = 0.979. The parameter estimates for the structural equation model are as follows:

1. The direct effect (DE) of Attributes of Luxury Chain Hotels (ATT) on Customer Experience Management (CEX) is 0.66 ($p < 0.001$), indicating a strong positive impact.
2. The indirect effect (IE) for ATT through CEX on Customer Delight (DEL) is 0.36 ($p < 0.01$), suggesting that ATT positively influences DEL via CEX.
3. ATT shows an indirect effect of 0.35 ($p < 0.01$) on Customer Trust (TRU), indicating that higher hotel attributes, such as lighting and accessibility, indirectly enhance customer trust.
4. The direct effect of CEX on DEL is 0.56 ($p < 0.001$), and its indirect effect through DEL on TRU is 0.31 ($p < 0.001$), demonstrating that CEX not only directly contributes to customer delight but also indirectly affects trust by fostering a more delightful customer experience.

Overall, the total effects (TE) show the comprehensive impact of each construct, with ATT significantly influencing CEX, DEL, and TRU both directly and indirectly. These findings suggest that improvements in hotel attributes lead to enhanced customer experience, delight, and trust, supporting the value of indirect effects in the model.

Discussion

The findings of this study provide key insights into the factors shaping luxury hotel experiences for senior travelers in Thailand, focusing on four constructs: Attributes of Luxury Chain Hotels (ATT), Customer Experience Management (CEX), Customer Delight (DEL), and Customer Trust (TRU). All constructs demonstrated strong reliability, with Cronbach's alpha values between 0.81 and 0.95 (Hair et al., 2011). The structural equation model showed excellent fit ($\chi^2 = 183.095$, RMSEA = 0.032, GFI = 0.965, TLI = 0.979), meeting recommended standards (Bagozzi & Yi, 2012), confirming that the measurement items effectively captured the underlying dynamics of luxury hotel experiences. Results indicate that luxury hotel attributes significantly influence CEX ($\beta = 0.66$, $p < 0.001$), supporting research emphasizing the importance of accessibility, comfort, and high-quality facilities for senior travelers (S. Kim et al., 2019). Yet, functional attributes alone may not address the evolving expectations of older guests, who increasingly seek immersive, emotionally engaging, and culturally rich experiences (Patrick & Hollenbeck, 2021). Guided by Service-Dominant logic (Vargo & Lusch, 2004), value creation stems not only from tangible offerings but also from co-created interactions, such as personalized service, cultural touchpoints, and digital convenience. CEX strongly enhances both customer delight ($\beta = 0.56$, $p < 0.001$) and trust ($\beta = 0.36$, $p < 0.001$). While effective experiences encourage emotional satisfaction and relational strength, delight often triggered by unexpected positive stimuli may not always align with senior travelers' preference for comfort and predictability (Young et al., 2018). Subtle, meaningful moments of positive surprise are more appropriate than high-intensity novelty (Tomczyk et al., 2022).

The moderate effect of CEX on trust highlights the importance of reliability, professionalism, and safety, which are critical for older guests (Bonfanti et al., 2021). Trust further depends on transparency, ethical conduct, and consistent service (Iglesias et al., 2020), as well as external cues such as brand reputation and online reviews (Cheng et al., 2019). Customer delight

also positively influences trust ($\beta = 0.31$, $p < 0.001$), reinforcing its role in emotional bonding (Choi & Kandampully, 2019). However, delight must be balanced with consistency to avoid escalating expectations beyond manageable levels (Svotwa et al., 2023), and strategies should be tailored to diverse senior traveler needs (Ahrholdt et al., 2019).

Theoretical implications

This research advances knowledge in customer experience management, hospitality, and aging studies by revealing how personalized service, emotional engagement, and trust shape senior travelers' satisfaction and loyalty in luxury hotels. It highlights the need for cultural immersion, ethical practices, and sustainability while clarifying links between customer delight, trust, and long-term loyalty.

Practical implications

Policy recommendations emphasize improving accessibility, comfort, and personalized in-room services to enhance senior travelers' experiences. Luxury hotels should balance functional upgrades with culturally immersive offerings, while exceptional service strengthens trust in health and safety. Data-driven, adaptable strategies are essential for tailoring services, boosting delight, and fostering long-term loyalty among older guests.

Limitations and future research

This research highlights the need for personalized services, functional comfort, and culturally immersive experiences for older luxury hotel guests. Emotional connections, consistent quality, and sustainability strengthen trust and loyalty. Data-driven personalization is essential. Future research should examine personalized services, loyalty, and the role of AI and IoT across diverse cultural contexts.

Declaration of competing interest

No potential conflict of interest was reported by the author.

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